

WRAPAROUND IN CANADA

By Andrew Debicki

Andrew Debicki, B.A., B.S.W., M.S.W., is the Regional Wraparound Coordinator for Hamilton and Brantford, Ontario. He has been doing wraparound since 1993. Andrew is the Co-Chair of the Wraparound Association of Ontario and is working with Wrap Canada as a volunteer Development Director to lead the development and use of Wraparound across the country. He is also an external partner with Vroon VanDenBerg, LLP. Since 1996 he has trained for Wraparound initiatives across Canada and more recently in Norway.

THE CHALLENGE IN CANADA TODAY

Today, the challenge we are facing is that unless we do something dramatically different over the next 3-5 years we are probably going to leave behind that 20% of society that is struggling to deal with multiple, complex problems and their resulting needs that go beyond what the service system can provide or address.

For too long we have used only a medical or a problem based model to address the needs of people and families dealing with multiple, complex problems. This model has been crisis and expert driven such that the people and families served come to believe that the only person who can really help them deal with their problems is an expert on that problem, which they believe they are not.

As a result we have frequently encountered people and families struggling with multiple, complex problems that have often given up hope that their life can be better. When one gives up hope, one usually becomes helpless about being able to change your own circumstances. Instead, it seems to you that only others can make things better. This is ironic in that we may have already tried everything within our social service system to help that person/family get their life back on track. As a result they become stuck in a vicious circle of hopelessness and helplessness.

This has resulted in children, youth, adults and their families depending fully on the social and health care system for all of their needs to be addressed. The cost of this approach has led to the cost of our social services spiraling out of control in most provinces and territories across the country. This has been compounded by an ever increasing group of people/families dealing with multiple, complex problems whose resulting daily needs are not well met or not met at all.

We will never have enough money and resources to address the needs of this group of people and families in the way we currently are. The needs of these individuals and families go beyond what even today the traditional service system can provide.

This is compounded by the fact that we frequently find that the governments in most provinces and territories across Canada are looking for “quicker, cheaper and more effective ways” to address everybody’s needs. However, you can’t have all three in working with people/families struggling to deal with multiple, complex problems. You can have services that are quicker and cheaper, but they usually aren’t effective often in the short term and especially not over the long term.

We became interested in Wraparound in many provinces and territories across Canada because we believed that this intense planning process provides a more effective approach to working with children, youth and adults and their families struggling with multiple, complex problems.

Complex problems by their very nature will endure over time. But they can be addressed so that a person/family can have a better life on a daily basis! We believe that this is the promise of the Wraparound planning process. The implementation and use of this planning process in communities across Canada gives us the opportunity to do something dramatically different so that we will not leave this 20% of our population who are dealing with multiple, complex problems behind.

HOW CAN WRAPAROUND HELP WITH THE CHALLENGE IN CANADA?

The Wraparound planning process has been shown to offer real hope in helping people/families who are struggling with complex problems to have a better life on a daily basis. In doing so, these people have regained hope that their lives can be better and have started to act on their own behalf.

A Wraparound initiative does this by training people to use the Wraparound planning process and become Facilitators. These Facilitators work with a referred person/family to bring together a Team (anywhere from 3-10 people) that builds a plan to address the person’s/family’s daily needs. This plan builds upon the foundation of the person’s/family’s strengths and is adapted to their family culture. Both formal and natural or informal support people have a place on the Team.

This is the person’s/family’s team. They choose who will be on the team. They choose what they want to work on and how fast they want to work on it. In this way, our goal is to put people back in charge of their lives so that they don’t feel helpless and powerless. Rather, we teach them how to direct their own change process which often leads to hope that their life can be different.

When this happens, things can start to change very quickly. Having said that, Wraparound is not a quick fix; we stay with people on average for a year and often longer until they feel that they can do this work on their own.

There are two other key components of a Wraparound initiative. The first is the the mobilization of the local community in which the person or family lives to provide needed in kind resources and volunteer support. There are both simple, straightforward ways to mobilize the community and there are also more comprehensive ways such as development of a Community Mobilization Team. This team of people mobilizes the community in which a person/family lives to find the in kind resources and volunteer supports that they require to have a better life and become connected to positive social networks again.

The other part of a successful Wraparound initiative is the development of a partnership at the system level amongst agencies and organizations that support the development of Wraparound initiatives at a community level. Only then can a group implement the Wraparound process with people and families struggling with multiple, complex needs to have a better life and to become part of their community.

The broader system of services at the government level began to be very interested in what we were doing as we began to learn what it takes to do Wraparound and how to implement it effectively. This began both locally and regionally first, and then at the level of provincial governments in Ontario, Saskatchewan and Alberta and various other provinces and territories. Consequently, over the last 10 years provincial and territorial governments in Canada began to study our initiatives and fund demonstration projects and research studies.

This interest has been predominantly driven at the provincial level in the area of child and family services policy and procedures. The total cost for child and family services and especially child welfare and youth justice services were and still are spiraling out of control in a number of provinces and territories across Canada.

As a result, an increasing number of local Wraparound initiatives in a number of areas across the country have demonstrated the value of having an ongoing program offering such that the province has provided ongoing annualized funding for front line staff and a supervisor. However, what is lacking is an understanding and support in policy and funding for the other two core components that are necessary for a successful Wraparound initiative.

HOW WILL WRAP CANADA ASSIST US IN DEALING WITH THE CHALLENGE?

The promise of Wrap Canada is that if we put our efforts together we will be able to address the challenge facing us today and not leave behind the 20% of our society that is struggling to deal with multiple, complex problems.

As stated above, the Wraparound Planning Process does this by having a trained Facilitator work with the person/family to bring together a Team (anywhere from 3-10 people) that builds a plan to address the person's/family's daily needs. This plan builds upon the foundation of the person's/family's strengths and is adapted to their family culture. Both formal and natural or informal supports have a place on the Team.

To support the work of the Wraparound Facilitator we have learned how to mobilize community supports and in kind donations and volunteers. Often it is enough for all of the people in an initiative to just reach out to their connections and supportive people they know to help provide these supports. We have also developed the structure and process of a Community Mobilization Team that sometimes more effectively carries out these functions than leaving it just to the connectedness of our staff who are already very busy.

At the municipal, regional and provincial and territorial levels, services have learned to work in partnership to both support the implementation of Wraparound at the community level as well as advocate for changes in policy that better support communities to support the people and families dealing with multiple, complex problems on an ongoing basis.

The effectiveness of the Wraparound process has led many regional and provincial governments to adopt the core principles of Wraparound as a planning process to be used by all service providers either within a particular service system or across all of the human service systems.

The first province to do this was Saskatchewan. They developed what they call Integrative Wraparound (or I-Wrap) as the prescribed model of service coordination to be used across all human services in the province. They were followed by the child and family service system in British Columbia and, more recently, by the government of Ontario. We foresee the time in Canada when all human services will have adopted Wraparound as the preferred service coordination model both when one service works with a person/family or when multiple services are involved with the same person/family.

In order to see this happen we must expand our work across the country and develop strong connections with other national associations and foundations with similar interests. We must also build relationships with key people in all of the provincial, territorial and federal governments.

To support such work and to develop a more effective way to integrate our efforts we determined that we need a funded, national association with staff and resources. This national association will work to support the use of the Wraparound process both across human services at all levels of the government and across the broader community in the different areas of Canada. After 15 years of increasing use of and success with the Wraparound process we created Wrap Canada.

WRAP CANADA

Wrap Canada is a new national association that has been under development for the last three years. We successfully incorporated on February the 7th of 2008. The development of the governance structure, necessary by laws and the development of the infrastructure of the association is well underway. The founding board plans to hold a first annual general meeting in April of this year. An application for charitable status is also well underway.

The development of Wrap Canada as a national association of individuals, agencies, groups and communities implementing the Wraparound process grew out of a concern and an opportunity.

On the one hand, we do not want to leave 20% of society behind that is struggling to deal with multiple, complex problems on a daily basis. What heightens this challenge is that we are also very concerned that we were and unfortunately still are spending 80% of the financial resources from our child, family and adult social services' budgets on only 20% of the population of individuals and families that require assistance; often to little or no effect.

On the other hand, people working in service systems and in communities across Canada have been searching for a different philosophy, one that takes a different approach. We know working in parallel is not working and that if things are going to be different we need to learn to work together.

Wraparound can help us deal with these challenges. It provides a philosophy that is in keeping with the way all of us want to be treated. Implementing Wraparound with a person or a family provides us with a planning process that facilitates the integration of all of our efforts to help that person or family regardless of whether we are their friends, family and community support people or the people providing more formal and categorical services.

We also started Wrap Canada as we believe that it is no longer okay to shrug our shoulders and say that there is nothing else we can do; this is just the way it is. The results of research studies both here and in the United States have confirmed that Wraparound is effective in helping people and families dealing with complex needs to better manage those needs so that they can have a better

life on a daily basis. The interest in spreading Wraparound across the country has been overwhelming.

THE VISION OF WRAP CANADA

All children, youth and adults and their families will be part of a vibrant supportive community such that their varied challenges and needs will be heard, addressed and met.

THE MISSION OF WRAP CANADA - “CREATING COMMUNITY FOR ALL!”

Wrap Canada will support communities to successfully implement the Wraparound Process with all children, youth and adults and their families dealing with varied and complex problems so that they have a better life and can be an active participant in their community.

THE OBJECTS OF THE CORPORATION CALLED WRAP CANADA

- (1) Serve as a national forum for people and organizations involved in supporting children, youth, adults and their families with complex needs using the Wraparound process in Canada.
- (2) Liaise and support to allow local, provincial and territorial Wraparound processes to share information and work together at a national level.
- (3) Build a national network of Wraparound practitioners that allows Wrap Canada to provide informed advice to government, business, education, social and health services, and other groups.
- (4) Promote ongoing and sustainable funding for Wraparound initiatives across Canada.
- (5) Provide research, development, training and advice to Wraparound initiatives in Canada on best practices in Wraparound.

KEY STRATEGIC DIRECTIONS FOR WRAP CANADA

Key strategic directions have been identified through two strategic planning exercises so far. Work is already well underway in most if not all of these areas.

The key strategic directions are as follows:

1. To develop a strong, vibrant network of interrelated and diverse community initiatives using the Wraparound process across Canada

2. To develop a Training and Technical Assistance Team that promotes, assists and supports excellence in the training, coaching and implementation of WP with children, youth and adults and their families experiencing/living with multiple, complex and unmet needs.
3. To develop varied/creative/culturally sensitive and effective strategies and models of community mobilization that result in resilient/vibrant communities as defined by geography, culture and/or need.
4. To develop a strong consumer voice across the age spectrum/life cycle that results in meaningful participation in all aspects of the work of the association.
5. To develop the capacity to respond to the unique needs and preferences of the Aboriginal, Francophone and Immigrant and Refugee communities.
6. To develop linkages within the broader system of care that supports the integration of services for individuals and family at a community and/or a regional, and/or a provincial or territorial level and/or at a federal level.
7. To develop the capacity to initiate and successfully complete qualitative, quantitative and cost benefit research for individuals and families dealing with unmet needs.
8. To assist in the development of new policy practice with all levels of government across Canada that better support and integrate services for people and families dealing with complex needs.
9. To develop a strong sustainability plan for the future of Wrap Canada that includes a strong mix of revenues derived from membership dues, fund raising and fee for service work and the acquisition of funds available from grants and provincial / territorial / federal funding.
10. To strategically partner with other national associations and initiatives that complement our work and are concerned with the same population of people and families as we are but perhaps from a different direction or approach.

ACCOMPLISHMENTS TO DATE

In the Area of the Wraparound Process (hereafter referred to as WP)

- ◆ Determined the core principles and values underpinning or determining how we use the WP.
- ◆ Determined the distinct phases of the WP and the core activities and skill sets within each one.

- ◆ Adopted a Wraparound Facilitator certification process that builds on a common core set of skills/steps which can be broken down into 95 skill sets/steps.
- ◆ Adopted the role of Coach as field supervisor.
- ◆ Adopted a Train the Coach, Train the Trainer as well as piloting training on the development of the skills necessary to be both a Family Support Partner (or mentor) and to mobilize the broader community and/or to develop a Community Mobilization Team (hereafter referred to as the CMT).
- ◆ Working together we have carried out four research studies on the Wraparound process and many more are underway across Canada.

In the area of the Community Mobilization Team (CMT)

- ◆ Developed a variety of models of community mobilization, especially the model of CMT used in a number of variations.
- ◆ Developed measures to count in kind donations and volunteer time.
- ◆ Developed measures but have not yet piloted them to survey the five developmental assets for community mobilization.

In the area of Policy Change and Funding

- ◆ Contributed heavily to the move to a strength/need basis for treatment planning and plan of care development and inclusion of natural supports in child welfare and children's mental health work in Ontario, Saskatchewan, British Columbia and across a number of other provinces and territories.
- ◆ Supported and led the development of the Ontario model of Intensive in Home Services (starting fiscal year 2000/01) as well as Services for children with Complex Needs (starting fiscal year 2005/06) that led to annualized funding for these initiatives within every region across the province; this included annualized funding for a number of Wraparound initiatives in several communities and regions.
- ◆ Have successfully developed and implemented a number of program based demonstration projects that have led to either multi-year investment by foundations and provincial governments and/or annualized funding by provincial governments.

THE FOUNDATION OF THE WRAPAROUND PROCESS

The foundation of the Wraparound process is built on three core components. These three core components are as follows:

1. The Facilitators or staff that actually implement the planning process with a person or family and,
2. The mobilization of the local community to support the people and families with whom we are using the Wraparound process and,
3. The commitment and oversight of a System Level Partnership to ensure that Wraparound is used in the most effective and efficient manner within the service system and the local community for the maximum benefit of the persons and families being served.

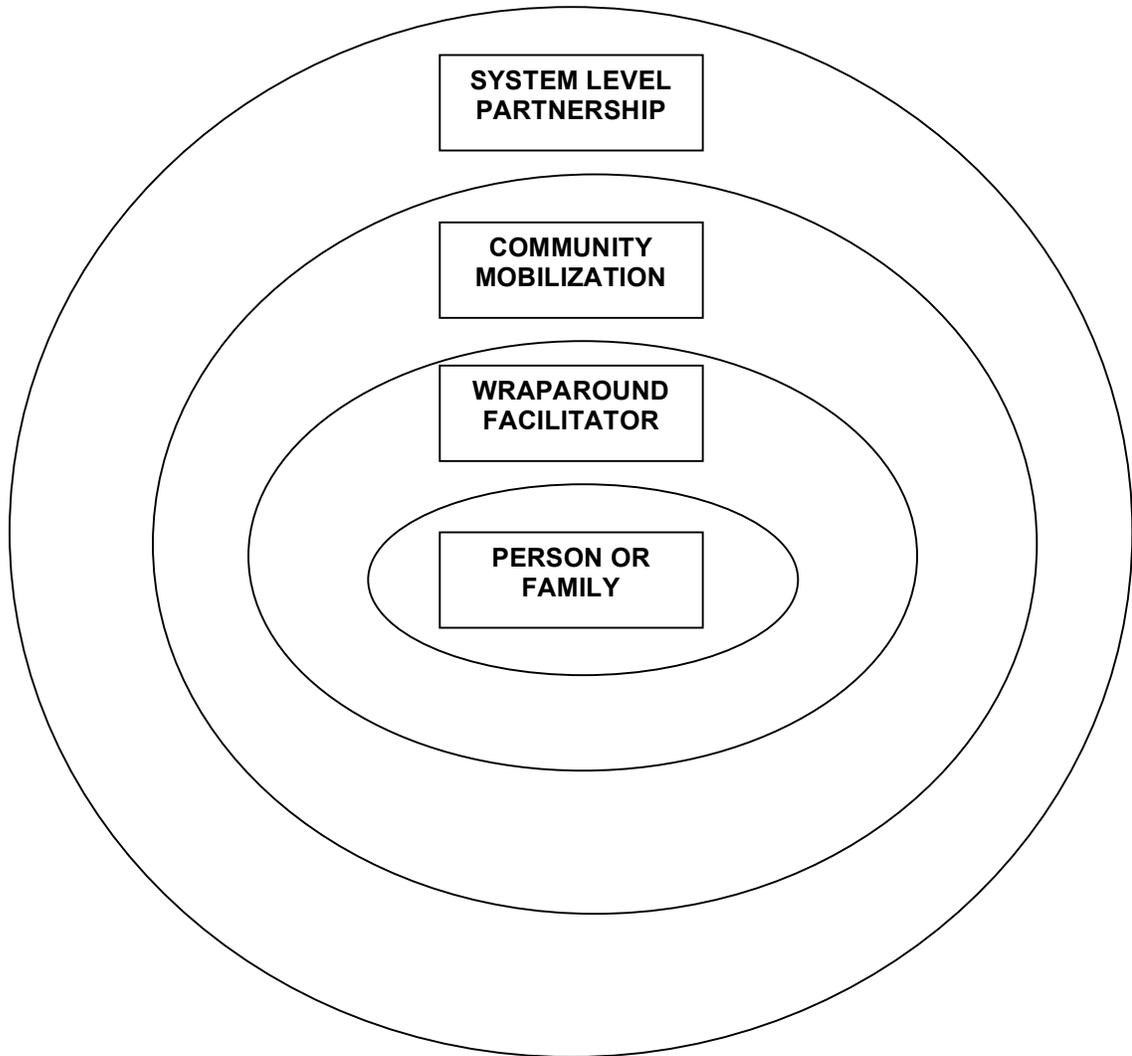
Only when all three core components are in place and working together can we effectively and efficiently implement the Wraparound planning process to help people and families have a better life.

These three core components are built upon a foundation that guides how these components are constructed and implemented. This foundation is composed of the following concepts, values and principles:

- ◆ Paradigm Shifts
- ◆ The Values of the System Partnership
- ◆ The Principles that guide the actual delivery and use of the Wraparound process

These are described in Appendices 1, 2, 3 respectively.

THE CORE COMPONENTS OF AN EFFECTIVE WRAPAROUND INITIATIVE



HOW THE CORE COMPONENTS OF A WRAPAROUND INITIATIVE WORK

1. HOW THE WRAPAROUND PROCESS IS IMPLEMENTED EFFECTIVELY

In Wraparound a referred individual or family with children, youth or adults with complex needs is assigned a Wraparound Facilitator. Their role is to work in partnership with the family (or individual person) to help them pull together their Wraparound team. This team will be made up of the person/family themselves, their friends and the community support people and the service providers involved with them that they find helpful. This is the family's team. They decide who will be on their team.

The Facilitator works with the person/family to help them identify their strengths, their culture and their top needs. The Facilitator assists the person/family to bring together the person/family's Wraparound team. Together they review with the team the person/family's Strengths, Needs and Culture Discovery.

The Facilitator then helps the person/family and their team to work through a highly structured, intense and frequent planning process. The product of this planning is the development of a comprehensive plan that addresses the top needs of the identified person/family. This is accomplished by developing strategies that build on the strengths and resources of the person/family, their team, and the community in which they live. In essence, this team "wraps" services and supports around the person/family.

Any needs of the person/family that require volunteer and/or in kind donations that are beyond the resources of the person/family and their team to provide are communicated (in a non identifying way to the person/family) to the members of a local Community Mobilization Team. This team of people assists the people and families served by mobilizing the community to find and acquire these necessary resources and volunteers.

In some communities this outreach will be less organized and more organic. What we mean by this is that members of the person's/family's team and the services that are involved may just fan out to people they know in the broader community to obtain the volunteer or in kind donations required.

The Four Phases and Activities of the Wraparound Process

We have determined that the Wraparound planning process has four phases. Each phase is made of a number of individual activities that can be broken down into key sets of skills or steps. The four phases and their sets of activities are as follows:

Engagement Phase

Key activities of this phase:

- Family Engagement
- Crisis Stabilization
- Strengths and Culture Discovery
- Vision for a better life and mission for the team
- Identification of the Needs and Related Short &/or Long Term Goals
- Team Identification and Formation

Team Based Planning Phase

Key activities of this phase:

- Wraparound Team Preparation
- Wraparound Team Facilitation and Planning
- Safety Planning
- Plan Documentation

The Implementation Phase

Key Activities for this Phase:

- Nurturing the Wraparound Team
- Carrying out the Plan
- Monitoring the Plan
- Modifying the Plan and the Wraparound Team as needed

Transition Phase

Key Activities for this Phase:

- Ongoing Planning
- Plan Documentation
- Safety Planning with Informal or Community Supports
- Graduation from the Wraparound Process

Core Skill Sets/Steps

The above activities are made up of a total of approximately 95 skills/steps. Through our partnership with Vroon VanDenBerg we access a certification training program to train and coach new Facilitators so that they learn to implement Wraparound to a high level of fidelity.

Over the last two years we have begun to implement Vroon VanDenBerg's new certification training and coaching program for new Wraparound Coaches so that they are trained and coached by a senior Coach/Trainer on how to coach new Facilitators to a high level of fidelity.

2. THE MOBILIZATION OF THE LOCAL COMMUNITY

The mobilization of the local community to support the people and families with whom we are using the Wraparound process is essential over the long term so that the people and families can be an active part of their local community and slowly rebuild their social safety net.

There are many different ways to mobilize the local community to support those in need, whether it be an urban, suburban or rural community. They range in scope from ones that are readily and easily done to ones that are more comprehensive and time consuming.

One of the easiest and most straightforward ways to accomplish this is to fan out to the local community through the people involved with the initiative. In a service system, it could be accomplished through the creation of an email list that is used to fan out to all staff across the service system.

Theoretically, all staff could then reach out through all of their contacts in the community when something in kind or a volunteer support is needed. Those service providers who have contact either with the person/family or another staff who works with them are usually more motivated and more active in this approach.

Another approach is to reach out to churches and/or service clubs or other community groups, many of whom exist to help those in need in their community.

If these more straightforward ways of mobilizing the community are not effective, then you probably will need to take a more comprehensive and time consuming approach to community mobilization.

One approach that we have had considerable success with in Ontario has been the development of a Community Mobilization (hereafter referred to as a CMT).

A CMT supports the work of the Wraparound Facilitators with people and families in the local community. A local community as referred to here is a group of people that live, play and potentially work in proximity to each other and care for each other. It may also be defined by culture (e.g. Aboriginal community or reserve, a Polish community, an Asian community, etc.).

The CMT is made up of people who are “community connectors”. John McKnight, Professor of Education and Social Policy, Co-Director of the Asset-Based Community Development Institute at Northwestern University, has identified the primary characteristics of good “community connectors” as follows:

1. They believe that their community is a welcoming and supportive community.

2. They are gift centered in their nature.
3. They are well connected in their community.
4. They are trusted – this is important because they are asking people to help individuals and families with children, youth and adults with complex needs who are often marginalized and have become isolated from positive social networks.

Community connectors come from all walks of life. Frequently, they are community leaders, representatives from natural or informal community support agencies/groups such as recreation, faith, business, service clubs, as well as representatives of the formal child and family and adult services in the community. The important role they play is to help the people and families served through the local initiative to get connected to volunteer support people and in kind resources that they require to have their needs addressed on a daily basis.

The Chair of a CMT is often a locally recognized community leader and/or champion for people and/or families. The CMT functions similar to but different from a Steering or Advisory Committee or a Board of Directors. The system level partnership takes care of all the programmatic and administrative aspects of the functioning of the CMT. However, it has to be explicitly clear that the local system partnership doesn't tell the CMT what to do; it just provides the CMT with the necessary support to function effectively.

The purpose of the CMT is as follows:

- To educate the local community about Wraparound and the children, youth, adults and their families that are served
- To mobilize the community and its resources and volunteers to provide effective community support to each person or family served with Wraparound that live in that community
- To support the work of the Facilitators by connecting each person or family served to the in kind resources and volunteers they require to meet their needs on a daily basis
- To support the Facilitators in the challenge of helping the people and families served to reconnect to positive social networks and to redevelop a social safety net

A few examples of what we mean by effective community support are described briefly below:

1. A young mother in her late teens with two children got her life back together with the help of Wraparound. She had bounced from foster home to foster home and then group home to group home from age 4 till 16 when she left her last group home. Altogether, she had been in 23 different placements! She believed that parenting was instinct as she had

- not experienced a positive parenting experience herself. As a young mom of two children she was an open case to child welfare because they were concerned about her low level of parenting skills. When she had completed a very successful year in Wraparound that saw child welfare close her file, she was asked what about Wraparound had made the biggest difference. To her, it was the volunteer mentor who helped her develop her parenting skills that was recruited for her early on by the CMT!
2. A man and a woman with three kids had been on disability for the last 12 years. Upon doing the strengths discovery, the WrapaAround Facilitator identified that the father had grown up in a family and town where it was important for him to learn to fix his own car. The father had only worked in food services at minimum wage before being put on disability. With the help of the local CMT, the father was sponsored by them to get his mechanic's certificate and a person on the CMT used their connections at a local garage that they frequented to get them to give the father a shot at being an apprentice. Not only did he complete his apprenticeship, but he was also hired on as a mechanic by the garage once he was finished his apprenticeship!
 3. A teenage boy of 14 just about to be released from secure custody was referred to Wraparound. Upon meeting him, his Wraparound Facilitator discovered that despite exhibiting extreme acting out behaviour in the custody facility, he was totally crazy (in a positive way) about all outdoor sports and some indoor sports. He could quote sports' stats for the last 5 years for hockey, biking, skiing, etc.. With the help of the local CMT, he was placed at an Outdoor Sporting Goods store that a CMT member frequented to do his court ordered restitution. Initially, the Manager of the store requested a one to one worker to be with the 14 year old all the time. Within a week, the Manager phoned the Probation Officer and said that the one to one worker was not needed. He said that the 14 year old's passion for outdoor sports was such that he had switched the young man from doing odd jobs to selling sports equipment. The Manager predicted that he would be a great salesman for him!

For more information on how to develop and how a CMT should function, please refer to Andrew Debicki's article "[A Best Practice Model for a Community Mobilization Team](#)" in the Resource Guide on The National Wraparound Initiative's Website. This American based website contains a ton of useful information on Wraparound and how it is used in the United States.

3. THE SYSTEM LEVEL PARTNERSHIP (AT A CITY OR REGIONAL LEVEL) NECESSARY TO SUPPORT THE USE OF WRAPAROUND IN A COMMUNITY

The commitment and oversight of a System Level Partnership to ensure that Wraparound is used in the most effective and efficient manner within the service system and the local community for the maximum benefit of the persons and families being served is the third core component. As much as possible it is key that the Wraparound initiative be seen as supported by all of the system partners and not owned by any one organization.

Some Wraparound initiatives have been implemented with just with a system level partnership and paid Wraparound Facilitators or just by one agency. These initiatives have found it challenging to create the necessary community capacity to truly support people and families with the in kind resources and/or the volunteers they have required, let alone helping them to connect in the long run with positive social networks in order to rebuild their safety net.

There have been also been some Wraparound initiatives that have been implemented with only a CMT and volunteer Wraparound Facilitators. They have been challenged to develop the necessary financial capacity and organizational infrastructure to be sustained over time.

Consequently, it is important to have a strong system partnership between even as few as two agencies, community organizations or other incorporated community groups to ensure that the local Wraparound initiative has sufficient support and infrastructure to continue over time. If it is just one agency/organization on its own, it can very easily be seen or see the CMT as an outreach program of the agency/organization.

The role of the System level partnership is as follows:

- ◆ To provide the necessary programmatic and administrative support and infrastructure to effectively run local Wraparound initiatives.
- ◆ To ensure that the local CMTs clearly see themselves as working in tandem with the system level partnership.
- ◆ To help secure the necessary resources, supports, staff and volunteers to effectively implement the Wraparound process with people and families.
- ◆ To identify system barriers at the local, regional, provincial and national level and help develop strategies in partnership with other Wraparound initiatives and Wrap Canada to effectively overcome these systemic barriers.
- ◆ To assist in implementing the necessary quality assurance procedures and, from time to time, assisting with developing and implementing research studies.

KEY ROLES NECESSARY WITHIN THE THREE CORE COMPONENTS OF A SUCCESSFUL WRAPAROUND INITIATIVE

Outlined below are the key roles necessary for the successful delivery of the Wraparound Planning Process with People and Families

- ◆ Volunteer and/or Paid Facilitators who are certified to deliver Wraparound to a high level of fidelity.
- ◆ A Coach to spend time in the field with each volunteer or paid Facilitator teaching them how to effectively implement the Wraparound process to a high level of fidelity.
- ◆ Ongoing training and certification of Facilitators and Coaches either provided by a Wraparound Trainer employed by the local initiative or purchased from Wrap Canada.
- ◆ A full or part time Community Mobilization Worker to support the development and ongoing operation of local CMTs (this could be one position for a whole area or one position shared by several local initiatives in close proximity to each other).
- ◆ A local or Regional Wraparound Coordinator who is responsible for the ongoing operation of the local initiative and is equally accountable to both the System level partnership and the local CMT(s) with which they work.

THE RESEARCH BASE

Through ongoing program evaluation efforts, most Wraparound initiatives in Canada have had significant success in using the Wraparound process to help families with children and youth dealing with complex needs work towards having a better life on a day to day basis.

This has been measured individually at the individual and family level by tracking change with respect to the goals of the people and the members of the families. Various Wraparound initiatives have also used one or two common measures of change and have tracked success across all of the children, youth, adults and their families served with resulting high levels of effectiveness.

There has also been a high level of consumer satisfaction as reported by both parents and older youth with the planning process and with respect to the relationship with their Wraparound Facilitator. This feedback has been collected by most Wraparound initiatives using mailed out questionnaires as well as having somebody independent of the Wraparound initiative collect the feedback.

We have also completed three pilot studies and one full research study examining the effectiveness of the Wraparound process with families with children and youth with complex needs. The first study done in Ontario was a pilot for the second and larger study.

Evidence for the effectiveness of the Wraparound process was found in both studies funded by the government of Ontario. Within these studies parents reported a high level of goal achievement as well as satisfaction with the Wraparound process.

In the second and larger of the two studies, the researcher found that when out-of-home placement was used across eight geographically different rural and urban communities, the children in Wraparound generally used less costly and less intrusive placements (foster and group home). The children in the comparison group tended to use more costly and more intrusive placements (residential treatment and young offender placements). The average cost of placement over a nine-month period for children in Wraparound was \$9,175.30 versus \$27,748.00 for children in the comparison group.

Two other pilot research studies in Ontario have also looked at the benefit of using the Wraparound process to either successfully avert children and youth going into child welfare care, or being in care for shorter periods or using the Wraparound process to successfully repatriate youth in out of home and out of region placements back to their home community.

The Toronto Catholic Children's Aid Society ran a pilot project called Reconnecting Youth in partnership with Oolagen Children's Services and Turning Point between 1996 and 1998. As one of three services they offered, they used the Wraparound approach with 28 children at risk of going into care or needing to be returned home from care. In doing so, they successfully averted the use of 9,495 days in care for a total cost savings of \$712,125.

Another pilot project was undertaken by the Hamilton Wraparound initiative operated out of Lynwood Hall Child and Family Centre working in partnership with the five child welfare agencies located in Brantford, Haldimand and Norfolk counties, Hamilton and the Niagara region. The project began on February 1st of 2005 and ended January 31st of 2006.

The project team was successful in using the Wraparound process to repatriate 42 children back into the region to local placements that included foster or group homes, or their own family of origin, or to independent living in the community. Of these 42 children, 40 were doing as well as or better than they were when compared to their functioning when stable in their out of region placement.

In addition, approximately \$1.6 million in savings on the per diems for out of region placements for these 42 children was realized for the five child welfare agencies across the region and for the Ministry of Child and Youth Services of Ontario.

Of note is that in the United States the Wraparound Process has been recognized as a best practice. It is hoped that it will receive recognition of being

an evidence based practice soon due to the promising, but as yet unpublished results of some recent randomized cost benefit studies that have been done in the last few years in the United States.

For more information on the Wraparound process in the United States, please refer to the website for the National Wraparound Initiative. To find it on the internet just put the name, "National Wraparound Initiative" into any search engine and you will land on their website. They usually have the latest summary of the research done in the United States posted there.

APPENDIX 1

PARADIGM SHIFTS

Fundamental to the Wraparound process are a number of paradigm shifts that are identified as follows.

1. In Wraparound, the person/family directs the planning versus the professionals directing the planning
2. Wraparound plans meet the needs of the person/family versus the needs of the professionals
3. Wraparound plans are built on the strengths, culture and resources of the person, their family, their team and the community in which they live versus being based upon just a disease or pathology model
4. Wraparound plans are flexible and unique to each person/family versus being set and categorical
5. Wraparound teams always include the person/family, their friends and relatives that they want on their team and the community support people and the professionals that they find helpful versus the team being made up of just the professionals involved
6. Wraparound teams initially meet every week or every other week until safety issues for the person/family have been stabilized, and then usually at least once a month, versus traditional case conferencing that usually has the team meet only every three months
7. All communities are vibrant and both want to and will address the needs that arise for all their citizens regardless of the complexity of those needs; communities want and can “take care of their own” versus getting stuck on the NIMBY principle (NIMBY stands for Not In My Back Yard).
8. All service systems can work together and integrate their efforts to be more effective with persons/families struggling to address their multiple, complex problems.
9. Governments at all levels are for all citizens and can change their policies and procedures to better support communities, services and workers to more effectively support people/families dealing with multiple, complex problems.

APPENDIX 2

THE VALUES OF THE SYSTEM PARTNERSHIP

1. Respect
2. The right to be listened to and heard
3. The right to self determination
4. “No blame, no shame” – what happened in the past stays in the past; we focus on now and the future
5. The right to be seen as having worth in society
6. The right to live life with dignity
7. The importance of access, voice and ownership: or, as we often say in Wraparound: “Nothing about us without us!” (A saying from the South African Disability Movement)
8. The golden rule: “treat others as you would want them to treat you!”
9. The right to support, even with multiple, complex needs
10. Reciprocity – we recognize the need that youth and adults have to want to give back to the community for all of the support that they have received

Please note

These values can be adapted to any culture, community or service and can be translated into other languages. An example of a variation of these values that was developed by a service for urban Aboriginal people who are at risk of or who are homeless is on the next page. They were developed by the staff team and approved by the Executive Director.

NATIVE WOMEN'S CENTRE

ABORIGINAL HEALING & OUTREACH PROJECT

Developed August 17th of 2008

THE KEY VALUES THAT DRIVE THE WAY WE WORK

1. Be respectful and to be respected
2. The right to be listened to and truly heard and understood
3. Silence is okay; when you're listening you are not speaking; "everybody has two ears and one mouth"
4. The right to know your roots, who you are and where you are coming from and where you are going
5. Acknowledge life's lessons and build on those strengths as each lesson is presented
6. Everyone has a gift and a purpose and a right to have it recognized and appreciated
7. Everybody has the right to make positive decisions that guide their own lives
8. Everybody has the right to be involved, to have their voice heard and understood and to make their own choices; "Nothing about us without us!"
9. Everybody has the right to unconditional support and care regardless of their circumstances
10. Share with others the life lessons that you have been given along your path
11. Change begins with me

APPENDIX 3

THE PRINCIPLES THAT GUIDE THE USE OF THE WRAPAROUND PROCESS

These principles have been taken and adapted from the Principles of the Wraparound Process as put forward by the National Wraparound Initiative (NWI) in the United States on October 1st of 2004.

1. Family voice and choice

Family and youth/child perspectives are intentionally elicited and prioritized during all phases of the Wraparound process. Planning is grounded in family members' perspectives, and the team strives to provide options and choices such that the plan reflects family values and preferences.

2. Team based

The Wraparound team consists of individuals agreed upon by the family and committed to them through informal, formal, and community support and service relationships.

3. Natural supports

The team actively seeks out and encourages the full participation of team members drawn from family members' networks of interpersonal and community relationships. The Wraparound plan reflects activities and interventions that draw on sources of natural support.

4. Collaboration and Integration

Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single fully integrated Wraparound plan. The plan reflects a blending of team members' perspectives, mandates, and resources. The plan guides and coordinates each team member's work towards meeting the family's goals.

5. Community-based

The Wraparound team implements service and support strategies that take place in the most inclusive, most responsive, most accessible, and least restrictive settings possible; and that safely promote child and family integration into home and community life.

6. Culturally competent

The Wraparound process demonstrates respect for and builds on the values, preferences, beliefs, culture, and identity of the child/youth and family, and their community.

7. Individualized

To achieve the goals laid out in the Wraparound plan, the team develops and implements a customized set of strategies, supports, and services.

8. Strengths based

The Wraparound process and the Wraparound plan identify, build on, and enhance the capabilities, knowledge, skills, and assets of the child and family, their community, and their team members.

9. Persistence

Despite challenges, the team persists in working toward the goals included in the Wraparound plan until the family and team reach agreement that a formal Wraparound process is no longer required.

10. Outcome based

The team ties the goals and strategies of the Wraparound plan to observable or measurable indicators of success; monitors progress in terms of these indicators; and revises the plan accordingly.

Please note

These principles can be adapted to any culture, community or service and can be translated into other languages in the same way that the Values of the System Partnership have been. An example of a variation of these Principles that was developed by a community driven Wraparound initiative in Hamilton, Ontario for people of all ages struggling with multiple, complex problems starts on the next page.

COMMUNITY PRINCIPLES OF THE WRAPAROUND PROCESS

Developed on November 7th of 2005

INTRODUCTION

These community principles form the foundation upon which the Wraparound Process can be implemented within a community, a region, or across the province.

The Wraparound planning process is a new and innovative approach that mobilizes the community to put individuals, families and children with many complex needs in charge of their lives, to find solutions and have a better life!

Principle One – People First

- ✚ Services and supports are provided in the best interest of the person, ensuring that the person's needs across all life domain areas (e.g. physical, emotional, spiritual, etc.) are being met.
- ✚ All components of the Wraparound process recognize the need and principle of permanent stable relationships and strive to maintain and strengthen them for the person.

Principle Two – “Family” Counts

- ✚ The person is viewed as a part of the whole family system and services and supports are based on the strengths and needs of the entire family.
- ✚ It is understood that the term “family” is defined by those for whom the planning is being done and is not limited to traditional roles and membership.

Principle Three - “Nothing About Us Without Us”

- ✚ No planning meetings occur without the person/family.
- ✚ They have access to all discussions related to their plan, voice their preferences, and ultimately feel that they own their plan.

Principle Four - Safety Always

- ✚ An immediate safety plan is developed to ensure the safety of the person, the family, and the community.
- ✚ Safety is a priority for all involved.

Principle Five – Personalized – Wraparound Fits the Program to the Person

- ✚ Individualized services and supports are tailored to the unique situation, strengths, and needs of each person and family.
- ✚ Resources must be available to support individualization.

Principle Six – Respect for Culture

- ✚ Services and supports reflect the unique cultural principles and practices of the person and family that include issues of ethnicity, family structures, community, and spiritual preferences among other things.

Principle Seven – Never Give Up

- ✚ Services and support commit themselves to never give up on the person or family, changing the plan instead of rejecting or discharging them.
- ✚ A person or family has a basic right to stability and permanence.

Principle Eight – Keep it close to home

- ✚ Services and supports are provided in the local community of the person and family.

Principle Nine – Build on your Strengths

- ✚ Services and supports will be based on the identified strengths of the person, their family and team, and the community in which they live.

Principle Ten – “No Blame – No Shame”

- ✚ Interactions between professionals and people/families are conducted in a “no blame – no shame” fashion.
- ✚ Services and supports involved with a person or family listen to one another and adapt what they do to benefit the person or family.

Principle Eleven – One Plan Bringing Community and Services Together

- ✚ All services and supports involved with a person or family commit to work together to create one overall integrated plan
- ✚ Wherever the needs of people and families go beyond what any one organization can provide, agencies, schools, faith based organizations and community resources and other families should work together in partnership to meet these needs.

Principle Twelve – It Takes a Community

- ✚ It takes a community to nurture healthy human development for people and families.
- ✚ People and families are included in the normal activities of community life.

Principle Thirteen – Do what works

- ✚ Plans for people and families include methods to track progress towards their goals.

Principle Fourteen – Efficient and Effective

- ✚ Wraparound plans always look at the most efficient and effective use of services and supports in helping the person/family achieve their goals.

DEFINITION OF TERMS

Community

A community is a group of people that live, work, play or worship in proximity to each other and care for each other.

Formal Services and Informal Supports

Formal Services

These services are typically mandated and funded by local, provincial, or federal governments. People have to fit the criteria to get the service or go elsewhere for help. These services also tend to be time or quantity limited.

Examples of Formal Services

Addiction Services
Children's Mental Health
Child Welfare
Community Care Access Centres
Day Care Services
Developmental Services
Education
Hospital
Justice -- Police, Judges, Probation, Lawyers
Women's Shelters
Young Offender Services

Informal Supports

Informal supports are locally funded, more flexible, and are usually more open ended in the supports provided.

Examples of Informal Supports

Associations: Diabetes, Block Parents, School Councils, Neighbourlink and Neighbourhood,
Big Brothers, Big Sisters, Business, Communications (newspaper, radio),
Community Centres,
Community Colleges, Citizens / Neighbours / Friends / Families, Cultural Groups,
Faith Communities , Industry, Leagues, Parents, Recreation Services, Leisure,
Realtors, Retired Persons, Senior Centres, Service Clubs, Support Groups,
Teams, Volunteers